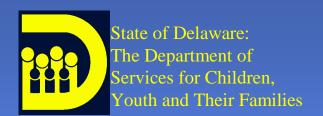


# Ferris School

Dianne Gadow, Superintendent





# Development of the Division

- ♦ Delaware Plan -1987
- ♦ Expansion of Delaware Plan 1990
- **♦** Scarlett Carp Phase I Report
- **♦ Scarlett Carp Phase II Report**



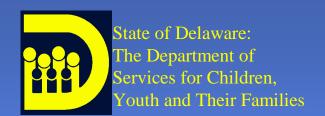
# Governor's Task Force for Design of Ferris Facility

- **◆** Appointed by Governor's Office
- ◆ Representation of all Government and Community Organizations Assisting Youth
- **◆ Task Force Role** 
  - **▲** Final Recommendation to Governor's Office
  - **▲ Scarlett Carp Report**
  - **▲ 60 Bed Facility**
  - **▲ Location New Castle County**



## Environment of the Ferris School 1993-1996

- Pending ACLU lawsuit
- **◆ Ferris School population out of control**
- Surging populations
- Adversarial relationships between Union and Management
- **♦** AWOLS from the secure care facilities
- ◆ Major community outrage at safety issues
- **◆ Impact on Ferris of reorganization of Division**



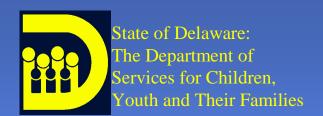
# Capital and Construction Aspects

- **◆ Legislative approval for 14.5 million dollar facility**
- ◆ NIMBY Not in my backyard
- **♦** Siting issues
- Geotech and wetlands survey not done
- ◆ Problems inherent with general contractor approach
- ◆ Advantages and payoff that we experienced by having site management
- ♦ Union vs. Nonunion labor



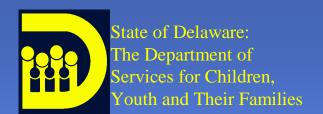
## Work Force Transition 1994-95

- Critical Decisions
  - **▲** Upgrade direct care workforce to Bachelor Degree
  - **▲** Directive vs. consensus building model
  - ▲ Design of Facility secure but normalized
- **♦** Financial support for college for existing employees
- **♦** No new positions critical reclassifications
- Development of three new classifications of staff 55 total
- **◆ Staff Recruitment**



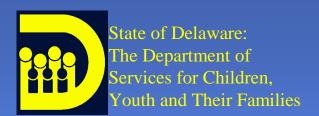
## Work Force Transition 1994-95

- No employees lost their job
- ◆ New workforce old building
- ◆ Turnover of new staff
  - ▲ Delay of building false impression
- **♦** Fallout
  - **▲** Grievances
  - **▲ Class Action**
  - **▲ EEOC Filings**
  - **▲** Sister institution reaction to transfer
  - **▲** Existing staff resisting change
- Negotiation of union contracts



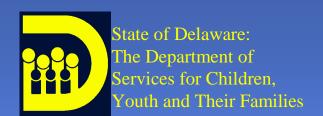
# Program Design

- Program design drives the architectural design of the facility
- ◆ Resist latest, greatest design
- Population to be served
- Academics and prevocational capability
- **◆ Core Psychoeducational Skills Based Program**
- **♦** Specialized treatment program



## Total Learning Environment

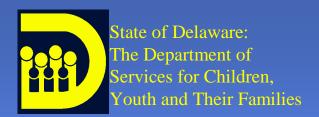
◆ Total Learning Environment inclusive of Therapeutic Community and Normative CultureTransformation Team



### Transformation Team

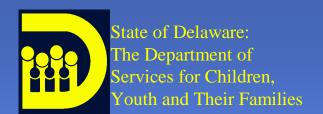
#### **♦** Charter

- ▲ Implement a model program for Ferris School which sustains a Total Learning Environment inclusive of a Therapeutic Community and a Normative Culture while providing for public safety. The program will include success criteria with measurable outcomes
- ◆ To work in a way that models value of open communication, broad stakeholder input and involvement, examination of best practices, and a respect for each other while keeping focused on salient issues and outcomes
- "Break the Mold" staff roles, training, development



### Transformation Team

- **◆ Develop recommendations for Steering Committee**
- **♦** Team Membership across disciplines
- Visit model programs across nation
- **♦** Operationalize Best Practices
  - ▲ Program
  - **▲** Administrative structure
  - ▲ Standards and evaluation
- **♦ Vision Conference**



# Physical Transition

- **♦** Coordinate Move
- ◆ Policy and Procedure
- ◆ Implement Program Steps
- ◆ Training
- ♦ Movement
- **♦ Student Schedules**



### The New Ferris School

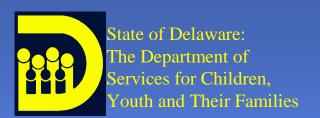
- ◆ Pilot program-seed group April 15, 1997
- ◆ Completed move May 15, 1997
- ◆ Received Middle States Accreditation January 1997
- ◆ Gained compliance with ACLU Settlement Agreement July 1997
- ◆ Created an environment where youth are respectful and feel safe staff have good environment in which to work
- **♦ Production in FACTS**
- ◆ Ferris seen as a "placement"



# **Future**

#### **▲ Therapeutic Community**

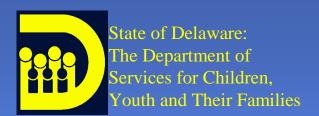
- ✓ Art Therapy
- ✓ Norms/Behavior/Therapeutic Community
- **✓** Transition Program
- ✓ Treatment Plan
- ✓ Sex Offender Treatment
- Drug and Alcohol Treatment
- **✓ Family Grant**



# **Future**

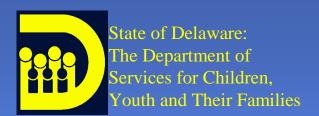
#### **▲ Total Learning Environment**

- **✓** Transition of Teachers to Ferris
- ✓ Finalize Academic Hirings
- ✓ Host Program Help One Student to Succeed
- ✓ Inter-Scholastics
- ✓ Fine Arts
- **✓** Educational Equipment
- ✓ Vocational Programs
- ✓ Library
- ✓ Year-round School Program





# ▲ Outcomes for Program Components ✓ ACA Accreditation - November 1998



## Measurements

- ♦ Youth Behavior and Attitude
- ♦ Benchmarks Recidivism
- ◆ Decrease Overtime and Casual/Seasonal Expenditures
- ◆ Decrease Maintenance
- Reintegrate Youth in Community, Family, School, Job

